

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction													
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)															
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 08/09/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:													
2b. APPLICATION ID: 11CB130845	4. DATE RECEIVED BY FEDERAL AGENCY: 08/09/11			FEDERAL IDENTIFIER: 11CBHRI001											
5. APPLICATION INFORMATION															
LEGAL NAME: The Providence Plan DUNS NUMBER: 111760591		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Marti Rosenberg TELEPHONE NUMBER: (401) 455-8880 204 FAX NUMBER: INTERNET E-MAIL ADDRESS: mrosenberg@provplan.org													
ADDRESS (give street address, city, state, zip code and county): 10 Davol Square Suite 300 Providence RI 02903 - 4753 County: Providence															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 050467353		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization													
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):															
		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service													
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.022 10b. TITLE: Nonprofit Capacity Building		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: New Roots (a program of The Providence Plan)													
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Rhode Island		11.b. CNCS PROGRAM INITIATIVE (IF ANY):													
13. PROPOSED PROJECT: START DATE: 09/30/11 END DATE: 09/29/13		14. CONGRESSIONAL DISTRICT OF: a.Applicant RI 002 b.Program RI 002													
15. ESTIMATED FUNDING: Year #: 1		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="width: 80%; text-align: right;">\$ 200,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 200,000.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 400,000.00</td> </tr> </table>				a. FEDERAL	\$ 200,000.00	b. APPLICANT	\$ 200,000.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00
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f. PROGRAM INCOME	\$ 0.00														
g. TOTAL	\$ 400,000.00														
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.															
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Andrew Bramson		b. TITLE:													
		c. TELEPHONE NUMBER: (401) 455-8880													
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 08/09/11													

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Executive Summary

TITLE: New Roots (a program of The Providence Plan)

NAME/LOCATION OF INTERMEDIARY: New Roots (a program of The Providence Plan), Rhode Island

SERVICE AREA: Rhode Island

PROJECT SUMMARY: The purpose of the New Roots project is to improve the overall viability of small and mid-sized nonprofits in Rhode Island through training and technical assistance (TA) investments that focus on financial sustainability, improved service delivery, and enhanced organizational efficiency.

Our project has two objectives. The first is to improve the organizational capacity of 24 small or mid-sized nonprofits by providing them with the TA needed to design and implement a performance management system. Our second objective is to provide a capacity building training curriculum to 100 nonprofits in core sustainability areas such as financial management, resource development, logic model design, collaboration, IRS 990 compliance, and other related topics.

New Roots has selected the Root Cause's Guide Book "Building a Performance Management System: Using Data to Accelerate Social Impact" as the curriculum to be used with the 24 nonprofits that will participate in our project. New Roots has selected the Root Cause system for its comprehensiveness, simplicity, and ability to facilitate strong peer-to-peer learning opportunities.

To recruit nonprofits, New Roots will do outreach to the 2,000 nonprofits on our mailing list. We will also leverage the outreach capacity of partners such as the RI Foundation's Institute for Nonprofit

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Excellence.

Since 2005, ProvPlan has been the home of New Roots – the state's largest capacity-building intermediary for nonprofits. To date, New Roots has provided training to 522 nonprofits, TA to 144 organizations, and \$1.2 million in grants to help nonprofits create vibrant partnerships, strengthen their management structures, and implement sustainability strategies.

OF SMALL & MIDSIZED NONPROFITS SERVED: 124

REQUEST TO CNCS: \$200,000

Program Design

The Providence Plan (ProvPlan) -- a 501(c)3 nonprofit working to improve the social and economic well-being of residents in Rhode Island -- seeks an investment to provide capacity building services in performance management to small and midsize nonprofits throughout the state.

ProvPlan functions as a Think and Do Tank, a term that captures the dual nature of our work. Our Thinking consists of providing local agencies with data to inform policy and program design. Our Doing includes implementing education, workforce, and nonprofit-support initiatives that fulfill unmet needs in our state. In taking this approach, ProvPlan has a 20-year track record of solving problems.

ProvPlan is home to five initiatives: Building Futures, Information Group, New Roots, Ready to Learn, and YouthBuild. These programs promote systemic change by delivering program models rooted in best practices. Formed by ProvPlan in 2005, New Roots is the state's largest capacity building intermediary for nonprofits. New Roots provides training, technical assistance (TA), and grants to help nonprofits create vibrant partnerships, strengthen management structures, and implement sustainability

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strategies.

Thus far, New Roots has secured 15 grants to advance our work. The U.S. Dept. of Health and Human Services has awarded us two Compassion Capital Fund (CCF) grants in 2005 and 2007, a Communities Empowering Youth grant in 2006, and a Strengthening Communities Fund (SCF) grant in 2009. New Roots has also secured \$1 million in private resources to support our efforts. As documented by evaluators, New Roots has built the capacity of Rhode Island's nonprofits in ways that have transformed ideas into action -- creating real change in the organizations that provide critical services to our most at-risk residents.

As New Roots responds to a more challenging landscape for nonprofits, we help organizations make strategic changes to build effectiveness and sustainability. This includes having nonprofits collaborate to implement new shared-services models that enhance their operations, while helping them fulfill their missions. In particular, New Roots encourages nonprofits to adopt performance management systems that enable them to measure their work, evaluate outcomes, make resource decisions, and communicate with stakeholders.

SERVICE AREA

New Roots has selected the State of Rhode Island as our service area.

Data from "statehealthfacts.org" demonstrate that nonprofits in Rhode Island face significant resource challenges. Our state currently has the 3rd highest rate of unemployment in the country (at 10.8%). In the northeast region of the country, Rhode Island currently has the highest foreclosure rate, the 2nd highest food stamp participation rate, and the 2nd highest percentage of individuals living below 200% of federal poverty.

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In 2009, Rhode Island had the third largest state deficit in the country (by percentage). This reality resulted in drastic funding cuts to the state's nonprofit sector, which has negatively impacted the sector's capacity to provide support services at a time of greatest demand.

In alignment with our mission, ProvPlan launched New Roots in 2005 as a response to the lack of coordinated efforts to promote capacity building within the nonprofit sector. In the first two years, New Roots focused on Providence, but expanded statewide in response to demand. In the last 5 years, we have provided \$1.2 million in grants to 108 Rhode Island nonprofits, carried out thousands of hours of TA to staff and board members of 144 organizations, and trained over 1,150 individuals, representing 522 nonprofits.

PROJECT APPROACH AND SELECTION PROCESS

Through our history of operating capacity building programs, New Roots has developed a model that supports nonprofits in ways that enhance their viability and enables them to better fulfill their missions. New Roots subscribes to a theory-of-change that nonprofits achieve the most meaningful capacity building outcomes when their investment is carried out in partnership with an intermediary organization that can guide activities, provide ongoing support, promote partnerships among like-minded nonprofit organizations, and keep nonprofit leaders focused on their capacity building objectives.

New Roots has built strong relationships with dozens of nonprofits and will leverage this experience by delivering a model that will yield measurable results in increased sustainability, improved service delivery, and greater organizational efficiencies. Our project focuses on two areas. The first is to provide highly personalized TA to organizations to help them design and implement performance management

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systems. The second is to provide broad-based capacity building training to nonprofits in a variety of areas that will support their overall financial sustainability.

Our first objective is to provide 24 small or midsize nonprofits with the resources and TA needed to implement a performance management system that will enhance their organizational capacity. New Roots will offer this opportunity to small and midsize nonprofits that do not yet have a performance management system and to those that currently operate a system but want to improve their practice by participating in a peer-based learning community.

These 24 nonprofits will receive at least 25 hours of one-on-one and group TA -- the latter defined as TA consisting of no more than three organizations. All nonprofits will complete an organizational assessment as a way to determine specific needs and set a baseline to report against. They will then work with a combination of New Roots staff and expert consultants to design and implement a customized performance management system. Each nonprofit will execute a Memorandum of Agreement with New Roots that will include a commitment to capacity building, an agreed-upon work plan and a timeline for deliverables.

A 2009 New Roots survey of nonprofit training needs revealed that 92% were interested in increasing the level of evaluation that they conducted as part of their operations, and that a vast majority of these nonprofits were interested in creating performance management systems. In response, New Roots organized two trainings led by Dr. Donna Caldwell, an expert in performance management system design for human service organizations. All sessions were filled and the trainings received high marks from participants.

Based on these previous trainings and our own research on the various performance management

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systems available for nonprofits, New Roots has selected the Root Cause's Guide Book "Building a Performance Management System: Using Data to Accelerate Social Impact" as the "curriculum" to be used with the 24 nonprofits that will participate in our NCBP project.

New Roots has selected the Root Cause system for its comprehensiveness, its simplicity, and its ability to facilitate strong peer-to-peer learning opportunities. The model has been reviewed favorably by many community and national foundations such as Atlantic Philanthropies. The Root Cause system enables organizations to select measurement indicators that are associated with their mission and then follow a cohesive performance management cycle that enables them to: 1) track performance using select indicators; 2) communicate performance internally and externally; 3) extract knowledge from the data, identify opportunities for improvement, and make data-driven decisions; and 4) implement decisions to improve activities and operations. The system also allows for the collection of baseline data that can be examined throughout the performance management system implementation.

To participate in our performance management TA program, nonprofits will need to submit an application. New Roots has a strong record of using an RFP process to recruit nonprofits for capacity building grants and/or TA resources. New Roots will continue our practice of requiring a thoughtful application, then using community reviewers (trained on a scoring rubric) for our selection process.

New Roots places a high priority on readiness as a factor in choosing participants for our programs. Even the best organizations do not take adequate advantage of capacity building opportunities if they are not ready if the timing does not meet their needs, if their board or staff is not fully engaged, or if they don't have the staff capacity to carry out the activities.

The New Roots performance management TA program will be available to small and midsize nonprofits

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in our service area. New Roots defines small nonprofits as those having annual budgets below \$300,000 and midsize nonprofits as having a budget between \$300,000 and \$1 million. While the vast majority of nonprofits participating in New Roots have budgets under \$1 million, we occasionally provide TA to those nonprofits whose budgets exceed \$1 million when those entities are struggling with particular funding or organizational challenges.

Consistent with similar projects that New Roots has managed in the past, we will operate two separate cohorts of 12 organizations each lasting 15 months. The first cohort will run from month four to 15, while the second will run from month eight to 23. Months 1-3 will be used for project start-up and our RFP process.

A staggered cohort model provides organizations the flexibility to decide whether they are ready to engage in such a process right away or need some time to build consensus within their organization. This process also helps our evaluation efforts, by allowing us to reflect on the progress being made in one group and use that insight (gathered through regular Program Reports and post-session evaluations) to inform overall project activities. In terms of selecting nonprofits, New Roots will operate two RFP processes. At the end of year 1, we will demonstrate how our first cohort is nearing completion with their work and provide an update on the progress of cohort 2.

To recruit nonprofits, New Roots will extend invitations to the 2,000 nonprofits on our mailing list. We will also leverage the outreach capacity of our partner networks such as the RI Foundation's Institute for Nonprofit Excellence.

We will structure outreach to ensure that nonprofits from CNCS's priority areas are well represented. For example, ProvPlan's other initiatives encompass an extensive nonprofit network working in the

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areas of education, healthy futures, and economic opportunity. For environmental stewardship, New Roots will collaborate with the Environment Council of RI; for the Veterans and Military Families priority, New Roots will work with the Joint Force Headquarters of the RI National Guard; and for disaster services, New Roots will leverage our relationship with Serve Rhode Island to identify appropriate nonprofits.

New Roots will contract with an external evaluator selected through an RFP process. The evaluator will interview nonprofit participants, conduct site visits with staff and consultants, and review work plans and progress reports to measure the degree in which nonprofits implemented their performance management systems, and most importantly, the impact that these systems have had on their organizational capacity. An evaluation report will be one of our project's primary deliverables as will progress and final reports that nonprofits will prepare demonstrating their results.

To support our project implementation, New Roots has a deep pool of nonprofit management consultants who can work individually with project staff. As we have done in years past, once our cohort of nonprofits has been selected for our performance management TA activities, New Roots will host an open house where nonprofits can meet and interview consultants to find the right match in terms of approach and expertise.

Overall, by the end of our project, two dozen small and midsize nonprofits will be implementing performance management systems and using these procedures to document outcomes and attract new resources.

Our second area of focus for this project is to implement two eight-session capacity building modules for nonprofit leaders of an additional 100 small or midsize nonprofits who seek to acquire the

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performance management skills, the fiscal management expertise, and resource development capacity they need to remain financially viable in these challenging times. Our training modules will occur between November and June of each year, which will facilitate annual reporting to CNCS. Sessions will focus on financial management, resource development, logic model design, IRS 990 filing compliance, and other related topics.

New Roots' intent to serve 100 is based on the number of nonprofits we typically provide training to over a two-year period and our past surveys indicating interest among nonprofits in these topics.

Consistent with current New Roots practice, any nonprofit will be eligible to attend a training and will not need to attend each one in the series. Training sessions will be held in venues throughout our service area as a way to encourage broad participation. Nonprofits will be strongly encouraged to send pairs to each session as a way to institutionalize learning. Rhode Island has an active Latino nonprofit community, and Spanish translation is always available for New Roots events.

New Roots staff will manage the entire training registration process. Participants will complete an evaluation form that goes beyond traditional 'satisfaction data' to ask what lessons were learned from the workshop. Our evaluator will follow-up with participants to assess how they put training knowledge to use, and therefore have built capacity in their organization.

Organizational Capability

ORGANIZATIONAL EXPERIENCE & EXPERTISE

From an organizational and programmatic perspective, ProvPlan and New Roots possess the experience and partnerships needed to deliver on our project activities.

Over the past six years, ProvPlan has grown and sustained New Roots to the level in which it has become

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a "household" word within Rhode Island's nonprofit sector. As state resources to support nonprofits have diminished, government leaders recognize the important role that intermediary organizations must play to ensure that nonprofits stay strong. This recognition is evident by a 2009 Executive Order identifying New Roots as the official community and faith-based liaison to state government.

ProvPlan's ongoing commitment to the work of New Roots was confirmed in our own 2010-2012 Strategic Plan, in which capacity building for nonprofits was identified as one of three major areas of focus. ProvPlan has been able to leverage numerous partnerships to advance the work of New Roots. One example is our collaboration with local foundations to launch a major shared-services initiative within the sector.

Naturally, results matter and New Roots has been determined to document the outcomes that nonprofits have achieved in conjunction with our efforts.

External evaluations show that 95% of those nonprofits that have completed project activities thus far have achieved the objectives outlined in their work plans, most of which focused on increasing resources and organizational sustainability. Several New Roots grantees used their grants to design programs that have garnered federal grants, including AmeriCorps resources to support community education projects. In addition, 94% of grantees reported clarifying board responsibilities, 89% developed a set of measureable organizational outcomes, and 71% strengthened existing programs. For example, the Providence In-Town Churches Association reported receiving a total of almost \$60,000 from new funding sources because of improvements they made in data collection and strategic and revenue planning through their New Roots grant, and a commensurate 600% increase in persons served through their Food Pantry. Another social service group realized a 21% increase in individual contributions as a result of their revenue planning through their New Roots grant.

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As a testimonial, the executive director of a small arts group wrote that "The funds from New Roots have allowed us to make our other resources more effective and impactful and helped us to leverage new sources of funds. It is very powerful to have funds for the sole purpose of building capacity and then to learn how to utilize those funds effectively as a spring board for ongoing capacity building. In 2010, we balanced a huge budget deficit by bringing in new sources of funds in part due to strengthening our financial management and reporting. The improvements ensured that our decision making processes could be rooted in financial reality versus our impressions."

In terms of our capacity building trainings, 500+ nonprofits have participated in a diverse offering of trainings over the past five years. Trainings have focused on organizational sustainability, revenue development, and financial management. Survey data show that 93% of participants rated trainings as "good" or "excellent" and 84% said that the amount of information covered was "just right." In follow-up activities, 85% of our trainees stated that they applied new knowledge and/or skills within their organization.

STAFF EXPERIENCE

One of the greatest strengths of New Roots is its staff. Director Marti Rosenberg has been a leader in the state's nonprofit sector for 25 years. She is regarded as a strong consensus builder and a tireless advocate. Through her years of experience in building coalitions within the sector, Marti has gained the respect of the state's government, business, and philanthropic leaders. Marti oversees the day-to-day activities of New Roots -- working with funders, consultants, and nonprofit leaders. Marti also leads many of our trainings and provides direct TA to nonprofits.

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Supporting Marti are two strong staff members, Cheryl Del Pico (Training & TA Coordinator) and Sabina Matos (Associate Director). Cheryl has 25 years of nonprofit management experience. She coordinates our training modules, designs our RFPs, and works with our TA consultants. She is the incoming President of the RI Chapter of the Association of Fundraising Professionals, which has yielded numerous partnerships. As Associate Director, Sabina manages all communications and database activities. She is skilled at monitoring the dozens of work plans and progress reports we receive from participating nonprofits. Sabina's bilingual (English-Spanish) capacity provides New Roots with the language and cultural competency skills we need to support the nonprofit sector.

NET ASSETS & PERCENT OF BUDGET

ProvPlan's budget is \$7.7 million made up of 70 funding sources. Public sector funds make up 75% of our budget, private sector funds make up 25%. The New Roots portion of our budget is \$700,000 -- with a similar 75%-25% breakdown of public to private. Given the two-year timeframe of the project, our NCBP project (with matching funds) represents 2.5% of our budget and 28% of the New Roots budget. ProvPlan possesses a strong balance sheet with \$1.7 million in total net assets.

ORGANIZATION'S RELEVANT SYSTEMS, STRUCTURE & STAFFING

ProvPlan possesses the financial acumen, managerial skills, and operational systems needed to succeed as a NCBP grantee.

From a finance perspective, ProvPlan operates an automated accounting system (Sage MIP) that identifies the receipt and expenditure of program funds for each grant/contract and allows for recording expenditures by project component and budget-cost categories.

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In terms of internal controls, ProvPlan implements protocols to ensure that activities adhere to the highest industry standards. ProvPlan has policies regarding the use of purchase orders and the need to secure supervisor approval prior to making purchases. The Director of Finance reviews all invoices and check requests and prepares documentation for payment, and the Executive Director reviews all materials and signs all checks.

An independent auditor examines ProvPlan financial books each year. The findings of these OMB A-133 audits demonstrate that our organization has the fiscal capacity to ensure prudent use, proper disbursement, and accurate accounting of funds. These reports also conclude that our financial management systems fully comply with federal cost principals.

From a managerial perspective, the New Roots staff meets formally once a week to review the status of current projects. This process includes discussing the progress of work plans with respect to particular grants. As a past recipient of federal resources, New Roots has procedures in place for working with faith-based organizations to ensure that public funds are only used for non-religious activities. New Roots has made 22 grants to 25 faith-based organizations and received stellar reviews from federal officials about these systems.

In addition to New Roots staff meetings and weekly staff supervision meetings, senior managers at ProvPlan meet every two weeks to discuss broader organizational issues. New Roots also maintains an Advisory Board -- a group comprised of leaders from the state's nonprofit sector -- who meet quarterly to provide advice on project activities.

From an operational perspective, New Roots already possesses many of the systems that will be needed

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to deliver on the activities outlined in this narrative. New Roots has an existing database of 2,000 nonprofits in our target area and the communications systems (E-blasts and Facebook) needed to connect with nonprofits efficiently. New Roots also has an in-house participant tracking system that enables us to monitor the types of training and TA nonprofits have received and the status of progress reports.

EXPERIENCE & INFRASTRUCTURE IN MANAGING GRANTS

ProvPlan has extensive grants management experience and the infrastructure needed to support the implementation and sustainability of our NCBP project. Since 2005, ProvPlan has secured 26 federal grants totaling \$39 million, including \$4.2 million to support New Roots.

As part of these federal awards, ProvPlan has received \$4 million from CNCS -- via Serve Rhode Island and YouthBuild USA -- to operate AmeriCorps programs. ProvPlan is currently the largest recipient of AmeriCorps funds in Rhode Island with 35 full-time members through its Ready to Learn program and 45 half-time members through its YouthBuild program. Each AmeriCorps program is currently in its 7th year of operation, providing us a strong working knowledge of CNCS grants management procedures.

A key component to our ability to manage federal grants has been our success in raising the matching resources from the community. Over the six years, we have secured matching funds for 12 grants totaling \$3 million. A majority of matching funds have come from local foundations, many who have continued their commitment to sustain these initiatives after federal funding has ended.

Cost Effectiveness and Budget Adequacy

ProvPlan has designed a 24-month budget of \$400,000, which includes \$200,000 in CNCS funding and \$200,000 in non-federal cash match. Overall, we believe that this budget is adequate in terms of the

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number of nonprofits we propose to work with and the level of involvement provided. All project staff are in place and will have availability to begin activities in October -- when our SCF grant ends.

As outlined in our budget, 80% of costs (\$320,000) are connected with the 24 nonprofits that will participate in our performance management activities. This breaks down to an investment of \$13,333 per nonprofit with resources going toward staff costs, TA consultants, participant stipends, supplies, and evaluation. This level of investment is consistent with the average capacity building grant that New Roots currently provides.

We have also budgeted 20% of costs (\$80,000) to deliver our training modules to 100 nonprofits. With an expectation of 512 participants (32 participants x 16 sessions), this breaks down to \$156 per participant per session. Here, expenses will cover staff costs associated with coordination, trainer costs, materials, and evaluation expenses. Overall, we will leverage our existing partnerships in the community to make our project as cost-effective as possible. This will include in-kind contributions to assist with our RFP process, securing free training space, and using our partners' communication streams to promote activities.

ProvPlan has secured the required non-federal share to support our project. ProvPlan received \$100,000 in new resources from the RI Foundation and \$75,000 from the Annie E. Casey Foundation for our NCBP proposal. In addition, a \$25,000 grant from the United Way made earlier this summer will be allocated to this project. Third-party letters documenting the cash match already exist and will be provided during the application clarification process.

Clarification Summary

Budget Clarification

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PARTICIPANT STIPENDS: New Roots will provide \$2,500 stipends to the 24 nonprofit organizations who participate in our performance management system technical assistance (TA) project. The stipend is designed to cover a portion of staffing costs that each nonprofit will incur in conjunction with our project. Stipends will be paid quarterly (Months 1, 4, 8, 12) in conjunction with quarterly reports that each organization will submit. Over the years, New Roots has experimented with offering stipends to organizations that receive capacity-building grants and TA. In those situations in which stipends were provided, New Roots observed stronger participation rates (in terms of TA hours completed) as well as greater number of organizations applying to be part of the specific TA project. It is with this evidence in mind that we have included this line-item in our proposed budget.

PRINTING & POSTAGE: New Roots has budgeted \$3,840 in printing and postage expenses associated with our project, which averages out to \$160 per month. Postage expenses are a relatively minor component of this line-item -- around \$30 per month for sending signed MOAs and other correspondence with participating nonprofit organizations and other project participants (evaluators, trainers, etc.). New Roots has also budgeted \$3,120 or \$130 per month for project specific printing expenses. This primarily includes photocopying expenses for our training and TA activities. New Roots has budgeted \$1,800 in printing for the nonprofits that will participate in our performance management system TA cohorts ($\$5 \text{ per month} \times 15 \text{ months} \times 24 \text{ nonprofits} = \$1,800$). In addition, New Roots has budgeted \$1,320 for general printing and printing expenses associated with our training activities ($\$55 \text{ per month} \times 24 \text{ months} = \$1,320$). New Roots uses a mix of black and white and color printing which makes the average price \$.07 per copy.

Program Clarification

SCORING RUBRIC: New Roots has always used a committee of nonprofit leaders with expertise in

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capacity building and organizational development to help us choose the nonprofit sub-awardees for our Compassion Capital Fund (CCF) and Strengthening Communities Fund (SCF) programs. In order to standardize the selection process for maximum fairness, New Roots implemented a more scientific rubric in 2011 to guide how each member of the selection committee evaluated and scored the proposals. Previously, we had directed readers to assign "up to 10 points" for questions in the application. In the new rubric, we asked readers to distribute points based upon specific goals that we wanted to see in the answers. This modification created more clarity for readers and led to more consistent scores. Our 2011 Selection Committee members gave our reworked rubric high marks for making the process more streamlined and effective than in previous years.

CLARIFYING TIMEFRAMES: New Roots will have two separate cohorts that participate in our performance management systems TA project. The work of each cohort will last 15 months. Cohort One will operate from Month 4 to 19, while Cohort Two will operate from Month 8 to 23.

OPEN HOUSES: Through our capacity building grant-making within our CCF and SCF programs, New Roots has determined that an important part of capacity building for nonprofit leaders is helping them learn how best to work with consultants. This process includes holding an initial interview, developing a scope of work together, signing a contract, overseeing the work to completion, and carrying out a joint evaluation. As a result, New Roots has never assigned consultants for any of major capacity building projects preferring that our sub-awardees go through the entire experience themselves. However, because we recognize that many organizational leaders do not always know where to begin, New Roots has coordinated Open Houses (or Consultant Fairs), where we bring consultants whom we have vetted as qualified and effective together with participating nonprofits, to help them start the process.

ENGAGING THE LATINO NONPROFIT COMMUNITY: In recent years, New Roots has made it a

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priority to focus on building the capacity of nonprofits that work with Latino residents and those organizations that promote core issues within the Latino community. While the Latino population continues to grow and flourish throughout Rhode Island, the greatest growth has been in Providence, where Latinos now make up the largest racial/ethnic group in the city. In order to encourage widespread involvement within the Latino community in our proposed activities, New Roots will conduct targeted outreach through Latino media including interviews on radio stations and press releases distributed to Latino newspapers. We will also provide interpretation and translation services for all project activities and materials. Sabina Matos, the New Roots Associate Director, will lead these efforts. Sabina is an active leader in the state's Latino community and her bilingual capacity provides New Roots with language and cultural competency skills we need to support this segment of the nonprofit sector.

INTERACTIONS AMONG COHORTS: As stated above, New Roots will operate two separate cohorts for our performance management systems TA work in order to have smaller, more manageable groups for our ongoing meetings. However, New Roots also sees the value in bringing the two cohorts together at points in the process in order to maximize the opportunities they have to learn from each other. As a result, we plan to include Year One cohort members in the Year Two orientation process and will organize at least one other joint meeting during the second cohort cycle. We will also hold a joint evaluation session at the end of the project. In addition to these interactions, nonprofits from Cohorts One and Two will have the ability to meet together in the broader trainings we will conduct as part of our project scope.

Required Documents

Document Name

Status